

Message from the Director

Never before in CIA's history has mentoring been so crucial to our mission success. We have been fortunate to hire record numbers of talented colleagues since 9/11, but to make the most of their skills and energy, those of us with greater experience in our fields must share the best of our knowledge with our next generation of officers. Good mentors accelerate the development of seasoned, effective leaders who can deliver on our Agency's commitment to protect the American people and advance freedom throughout the world.

Only if we mentor effectively—only if we teach our new recruits and learn from them—will we achieve the objectives of our Strategic Intent, CIA's blueprint for the future. Mentors help us to attract, develop, and retain exceptional individuals from a diverse talent pool. They permit us to expand and deepen expertise across all mission areas. And mentors contribute to the development and strength of a single Agency culture, providing continuity as well as a common identity and powerful, enduring set of values.

The Office of Diversity Plans and Programs plays a key role in creating, supporting and rewarding effective mentoring at CIA. The annual D/CIA Excellence in Mentoring Awards recognize outstanding mentors and programs that have helped our Agency develop and retain the very best officers. The Mentoring Coordinators Network promotes and coordinates programs across CIA. And the Cross-Directorate Group Mentoring Initiative gives mid-level officers the opportunity to network, teach and learn from colleagues from across the Agency—an opportunity that reinforces our "One Agency, One Mission" philosophy.

At its heart, mentoring is a cycle essential to the very best organizations. Whatever success we enjoy in our careers we owe at least in part to the wisdom we picked up along the way from those who took the time to share their insights with us. That was certainly the case for me, and I know of no better way to repay that investment than by doing the same for others.

— Michael V. Hayden
General, USAF



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Mentoring Programs

Mentoring at
the Central
Intelligence Agency





Build skills and knowledge as a mentor or mentee.

Mentoring is the process of establishing a unique developmental relationship between a more experienced employee and one or more less experienced employee(s). This relationship is a partnership built on mutual respect and trust that fosters the growth and development of all participants. At the CIA, these relationships enhance the knowledge, skills, and abilities of the Agency's workforce and enable us to be a more innovative and successful organization.

Types of Mentoring Programs

One-on-One—when one person reaches out to another, and a career development relationship evolves.

Group—mentees can discuss issues, ideas, and experiences with the whole group, with the mentor being present to facilitate the session and to provide extra support.

Peer-to-Peer—two people sharing experiences and expertise to mutually foster personal and professional growth.



Benefits of Being a Mentee:

- Increase knowledge of organizational culture, policies, goals and values.
- Enhance professional development.
- Network with senior leadership.

Benefits For Mentors:

- “Pay it Forward”—inspire mentees to subsequently become mentors.
- Develop connection to future leaders.
- Broaden corporate culture perspective.

Organizational Benefits:

- Retain employees who think strategically and have a strong commitment to the mission.
- Transfer organizational knowledge, culture, and values.
- Support a diverse workforce by creating relationships across the Agency.
- Promote succession planning.

Testimonials

“She provided good insight into some of the specific areas I was interested in.”



“The mentor has the ability to clearly explain aspects of the Agency's goals and mission through examples from his own experience.”

“The mentor was open, receptive and willing to assist.”

“I learned a lot and feel more energized about the challenges I have to face and those the Agency as a whole is facing.”

Making It Work

Mentoring is not a fast track to promotion, a source of inside information or a quick fix for work problems. Mentors must be supportive, trustworthy and willing to share personal experience to help mentees grow. They must also be prepared to give honest and constructive feedback and have enough time to commit to mentoring. Mentees must be willing to take initiative, and to ask for and accept advice. More importantly, both parties must have enough time to commit to mentoring so that objectives are attainable. Mentoring training is available for interested employees.

Visit www.diversity.cia or external www.cia.gov to learn more about mentoring.

